PH-AAA-006

THE LAGUNA RURAL DEVELOPMENT PROGRAM

(OPERATION SPREAD)

I. HISTORY

On January 29, 1965, the Honorable William McCormick Blair, Jr., United States Ambassador to the Philippines, paid the undersigned an official call at the New Provincial Capitol in Santa Cruz, Laguna. In the course of conversation participated in by the chiefs of office, the Ambassador inquired what the greatest need of Laguna was.

The question started discussions on the possibility of securing economic and technical assistance from the United States Government. The undersigned made it clear to the Ambassador that it was not his desire to ask for a dole, but that he was seeking a loan payable on a long-term basis to enable his province to purchase light and heavy equipment for the construction, repair and maintenance of the provincial roads. He explained that the province had long been dependent on equipment rented from the national government on terms that did not provide for depreciation or repair. The different units of said equipment, he went on, were badly deteriorated and were kept running only with repairs at provincial expense.

The talk, naturally, was extended to the other needs of the province like the building of schoolhouses and construction of school equipment, improvement of agriculture, development of cottage industries, and the construction and improvement of irrigation and communal water systems. All through the discussion, the undersigned emphasized that it was his objective to teach the people self-reliance through the

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principle of self-help, so that they might be weaned from over-dependence on the government for all their needs. Obviously impressed, Mr. Blair suggested a conference with Minister James H. Ingersoll, then Director of the Agency for International Development (USAID).

On February 24, 1965, following representations by the undersigned, the Chairman of the National Economic Council, Hon. Hilarion M. Henares, Jr., granted the former authority to make direct contact with the Director of USAID regarding his broad program of development for Laguna. The authority was an exception to existing provisions of law prohibiting the direct transaction of official business between any local government unit or instrumentality with the United States Government and/or agencies.

A series of conferences with Minister Ingersoll resulted in the (USAID) decision to make Laguna a pilot province on rural development.

At this juncture it may be stated that the Agency for International Development (AID) and its Philippine counterpart, the National Economic Council (NEC), have spent several millions of dollars on rural development projects in all the provinces and cities in this country. Nevertheless, upon evaluating their overall operation, they discovered that the results thereof were not commensurate with the money, time and effort invested. In other words, they had failed to attain fully the objectives of their joint venture to foster economic development in the rural areas. In view thereof and after consultations with its central office in Washington, D. C., USAID decided to launch

the present experiment simultaneously in the provinces of Laguna and Tarlac.

The choice of Laguna as an experimental field for USAID assistance was based on several considerations. First, USAID experts had favorable reports on its potentialities, its natural resources, the aptitudes of its people, its facilities and other factors offering a favorable climate for the success of the rural development program. Second, USAID was aware of the deep interest of the provincial officials in community development.

Should the work in the two provinces succeed, similar programs could be extended to other provinces.

From March 1, 1965, a series of conferences was held between AID officials led by the Director on one hand, and the Provincial officials led by the undersigned on the other. The overall management of the AID rural development activities was retained in the office of the Mission Director to coordinate the program, and AID provincial representatives were designated to work directly with the undersigned to provide coordination for the AID-supported activities within the province of Laguna.

In July, 1965, AID created a Task Force for the purpose of defining the rural development program and designated the operation PROJECT SPREAD, the latter word standing for Systematic Program for Rural Economic Assistance and Development.

The Provincial counterpart of the group, the Governor's Task Force, was given the responsibility of preparing specific project

proposals for implementation, which would make the rural development program purposeful and beneficial.

II. GENERAL OBJECTIVES

The Laguna Rural Development Program, as envisioned by its planners, has the following objectives:

General:

First, and most important, to demonstrate that the Filipino farmer, given the motivation, knowledge and means to procure good seeds, fertilizers, pesticides and other supplies, can and does become efficient, productive and scientific in his methods.

Second, to determine the nature of inputs necessary to accelerate agro-business and related industries development in the pilot provinces.

Specific:

1) To increase the production of rice and corn by at least 25% vegetables by 20% and livestock and poultry by 10% in the pilot municipality chosen by the Task Force.

2) To establish a responsive, comprehensive system of credit to farmers for better production, expansion and marketing.

3) To improve the ability of the provincial government to cope with the many requirements related to the economic and social infrastructure of the province.

4) To improve the ability of the provincial government to assess and collect real property taxes so that the collections will rise by 20% within a two-year period.

5) To increase the number of skilled workers available for the crafts and local industries.

6) To develop and expand small-scale agro-business and industries utilizing local raw materials or producing items consumed locally. This is a part of an overall effort to elicit more effective involvement of private enterprise in support of rural development.

7) To develop a blueprint for the accomplishment of all the foregoing objectives so that the experiment can be transmitted to other interested provinces.

III. PROJECT AGREEMENT

The Project Agreement, which contains the objectives listed above and the conditions and courses of action to be pursued, was signed on December 10, 1965 by the NEC Chairman in representation of the Philippine Government, Mr. W.C. Haraldson, Director of AID, in representation of the United States of America, Governor Felicisimo T. San Luis of Laguna and Governor Benigno Aquino, Jr. for Tarlac. The agreement will be in effect until May 30, 1968.

IV. PROPOSALS

As mentioned earlier, a series of conferences between USAID and provincial officials were held in Santa Cruz, Laguna and Manila in order to define policies and make the philosophy and principle behind the USAID-assisted rural development program understandable and meaningful to all concerned. The USAID Task Force conducted a survey of the whole province of Laguna and gathered data on the extent of

its natural resources, its manpower potentiality, and the degree of acceptance of the development program by the provincial officials.

Guided by the findings and materials furnished by the AID Task Force, the Laguna Task Force created committees to prepare proposals in accordance with recommendations.

The consultations between the undersigned and the technical agencies concerned resulted, with the help of USAID advisor, in the following proposals:

1) Rehabilitation of the Laguna Provincial Motor Pool
2) Construction of feeder roads.
3) Construction of spring development projects, irrigation and communal waterworks systems
4) Construction of school buildings and manufacture of school equipment
5) Reclamation of the foreshore lands of Laguna de Bay
6) Agricultural development aimed chiefly at increasing rice production
7) Development of cottage industries
8) Improvement of property tax administration

V. IMPLEMENTATION

1. Organization and Activities of the Laguna Task Force- For the purpose of giving proper incentive, more dedicated effort and the desired amount of interest in the Laguna Development program, the undersigned created the Laguna Task Force and entrusted

it with the responsibility of acting both as a coordinating group and as an executive force to help implement the objectives and purposes of the rural development scheme.

To simplify matters and confine the sphere of activity within bounds, the planners assigned to the Task Force FOUR (4) definite areas of endeavor: namely; AGRICULTURE, INDUSTRY, INFRASTRUCTURE, and FOOD FOR PEACE projects. Each area was placed under the charge and supervision of a Chairman, who by virtue of the nature and degree of his responsibilities, was a member of the Implementation and Coordination Committee, the planning board as well as executive body of the Task Force.

Projects involving the production of rice and corn, irrigation, development of special municipality or municipalities, livestock raising, etc., were included under Agriculture. The agricultural project in the pilot municipality of Bay fell within this area of activity. A full discussion of its scope, objectives, implementation and anticipated results is separately treated in the latter pages of this paper.

The wood carving industry in Paete, slipper making in Bifian, canning, embroidery, pottery, rope and coir, and other cottage industries will, in due time, receive equal, if not more, attention from the technical agencies concerned. The operators and managers of home industries have had several conferences with the undersigned and he has encouraged them to organize themselves into cooperatives for the following purposes:

1) To secure raw materials at low cost
2) To adopt standards by which they can maintain the quality of their products
3) To take steps to insure the continuity of their supply to the world markets.
4) To be able to borrow capital through the supervised credit system

Mr. Erwin Poetter, EDF, and Mr. Jose A. Almonte, Provincial Commercial Agent, conducted an industrial census of the province. The data will be used as a basis in the evaluation of the results of the combined USAID-Laguna Province effort to promote rural development.

The third area of activity - INFRASTRUCTURE - has for its main concern the extension of support services and facilities. This is more in evidence in the construction of roads, irrigation systems, school buildings, and other self-help projects. Maximum infrastructure support can be extended whenever and wherever needed as soon as the Laguna Provincial Motor Pool has been fully rehabilitated.

The Laguna Provincial Motor Pool is responsible for providing infrastructure support in road construction and other public works projects. However, because most of its old equipment was deadlined and beyond repair, many provincial projects were delayed. Despite the large appropriation, therefore, for salaries, wages and maintenance, its operation and organization was not very satisfactory.

In order to help the province improve its motor pool and accelerate the farm-to-market road improvement program, AID requested the services of two motor pool experts from the U.S. Army Logistics Center in Japan. These experts, Messrs. Ellis B. Nosker and James H. Blakeman, held consultations with the provincial representatives concerning the specific problems of the motor pool and identified the needs in spare parts and shop tools. These were ordered from the U.S. Army Logistics Center with funds from the AID Director's Special Fund. These spare parts and tools have now arrived.

The undersigned went on an official trip to Japan to earmark some of the equipment needed in the rehabilitation of the Laguna Provincial Motor Pool. He was accompanied by Engineer Deogracias C. Alora, officer in-charge of the motor pool, whose mission was to observe the organization and operation of motor pools. Based on their recommendations, the undersigned, in representation of the Province of Laguna, agreed to deposit P400,000.00 as a Trust Fund Account for the purchase of excess rehabilitated military equipment. The Trust Fund Agreement was signed in September, 1965 by the NEC Chairman for the Province of Laguna and the AID Director for USAID. It may be mentioned in passing that USAID has also provided direct support through the use of both impact and project funds. Vehicles have been purchased for the use of the technicians at the project site and urgently needed spare parts and tools were furnished to the motor pool.

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Mr. Alvin F. Beumer, Supply Advisor, AID, and Messrs. Nosker and Blakeman conducted a seminar at the Laguna Provincial Motor Pool on the organization and operation of motor pools. It is to these gentlemen that the remarkable changes in the physical aspect and personnel performance of the motor pool may be credited.

All those engaged in self-help projects, furnishing free labor, are given food support under the FOOD FOR PEACE PROGRAM. Food for Peace is a program employing U.S. Agricultural abundance for economic and social development purposes. Its elements and working principles are embodied in a pamphlet entitled "FOOD FOR PEACE" (PL 480) and Economic Development Activities furnished the province by USAID.

2. The NEC Special Development Staff - The National Economic Council created the Special Development Staff to promote maximum effectiveness of all national original policies, programs, and projects for the barrios, municipalities and provinces, and social and economic self-development, through the purposeful utilization of all the resources available from and through the NEC. It was with the assistance of this development staff that the procurement of surplus military equipment from the American bases in the Philippines such as Clark Air Force Base, Cabi Point, and Sangley Point, was facilitated. The Special Development Staff, however, was dissolved early this year.

3. Agricultural Development - OPERATION BAY - It has been mentioned earlier in this report that one of the specific objectives

of the Task Force Spread is the increase in the production of rice by at least 25% in a pilot municipality. Mr. Warner M. Smith of FOOD FOR PEACE, Mr. Harold D. Koone, Chief, MPS/AG, and Mr. Huron M. Smith, Agricultural Extension Advisor, had several conferences with the undersigned on the selection of a special municipality for development. The latter suggested the municipalities of Santa Maria and Famy. Accordingly, the aforementioned experts undertook the corresponding survey and investigation, using the following criteria as the basis of their selection:

1) Feeder roads to transport products to market
2) Wide areas of irrigated rice lands
3) Farmer ownership of most of the rice lands
4) Rural banking facilities
5) Soil adaptability to rice
6) Location of rice farms in relation to the neighboring municipalities
7) Conformity of rice farms to typical rice areas

Neither Famy nor Santa Maria could favorably meet the conditions and requirements abovementioned. Therefore, another survey had to be conducted. The municipality of Bay was finally chosen. Bay is very close to the International Rice Research Institute, the officials of which are enthusiastic about lending technical assistance to the rice project in said municipality. Subsequently, the agricultural project was launched in the Municipality of Bay on November 18, 1965, with the increase in rice production as its prime objective. The specific objectives are:

1. To increase the income of the farmers principally by increasing agricultural production
2. To obtain support for agricultural development from the local government, private citizens and institutions
3. To demonstrate that given appropriate incentives, the farmers will respond, increase their income, and contribute to the overall rural development.

With the expected attainment of such objectives, it is sincerely hoped that the farmers, who constitute about 75% of the population, will have greater purchasing power and consequently be in a position to use more consumer goods. The need for more consumer goods will generate industry. Factories will hire more laborers. Thus the increased agricultural production in Bay may create a chain reaction which will ultimately result in progress and prosperity for everyone.

The participating technical agencies in Operation Bay are the PACD, APC, BPI, and CBP-DRB. Mr. Huron M. Smith of USAID is the agricultural advisor of the team. The respresentatives of these offices comprise the Municipal Task Force. It is gratifying to note the closely knit and cooperative effort they are exerting for the success of the agricultural experiment in Bay.

Success will, in a large measure, depend upon applied research, pest control, scientific fertilizer application, and most important of all, the whole-hearted acceptance by the farmers of modern farming methods and their determination to improve their own economic

condition. There are demonstration areas in the barrios of San Isidro, Puypuy, Santo Domingo and San Antonio, where the technicians actually have individual paddies from which the farmers can learn about rice culture.

To further the cause of SPREAD, especially in the pilot municipality of Bay, USAID and the Provincial Government of Laguna sponsored a one-week trip to Taiwan for the municipal mayor, and farmers. They made a study tour of the rice farms and observed agricultural methods. A second trip was also sponsored for the Provincial Governor and four Laguna technicians.

To help the Bay farmers improve production, the National Economic Council and AID deposited the amount of ₱250,000.00 with the Central Bank of the Philippines. Part of this is being channeled to the Rural Bank of Bay for loans to the farmers under the supervised credit system.

For its part, the International Rice Research Institute, always ready to assist in every way with its extensive research facilities, donated 2.5 kilos of IR 8-288-3, a strain of rice it has developed. Planted on a 0.13 hectare lot in Barrio San Isidro, Bay, the seeds sprouted into strong, short, non-lodging plants that in 125 days yielded, inspite of losses from adverse weather, 27 cavans and 2 gantas of palay by volume. Twelve of these will be distributed for seed multiplication purposes among four other municipalities - Santa Cruz, Pila, Pakil and Famy, for wet season planting under the same conditions as in Bay. By the

next dry season planting, enough seeds are expected to have been harvested to supply all the twenty-nine municipalities of Laguna under the provincial agricultural dispersal scheme so long as the operating farmers are willing to spend for the necessary inputs.

4. Community Assemblies - Long before the launching of the NEC-USAID-Laguna Province Rural Development Program, the undersigned, together with the provincial officials and heads of national offices in Laguna, has conducted community assemblies in about forty-nine (49) barrios of all the municipalities in the province. The main purpose of holding such community assemblies is to bring the government closer to the people. In these barrio meetings, each provincial and national official is introduced and the functions of his office are explained. Usually, an open forum on local problems forms a major part of the affair. The people are encouraged to ask questions, air their grievances against the government, if any, present their problems and inform the provincial officials of the needs of their locality. Very often problems affecting barrio government affairs, requests for public works improvements like health centers and facilities, school rooms, small irrigation systems, and others are solved on the spot.

In view of the success of community assemblies, it was deemed wise and proper to hold the same in connection with Operation Bay. Such assemblies were held for all twelve (12) barrios of Bay. The people were given a brief history of the joint USAID-Laguna Province rural development program and information on its

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implementing and participating agencies, the reasons for the choice of Bay as the pilot municipality, applied research, pest control and the correct use of fertilizers. This information drive was very effective; so much so that attendance on such occasions increased considerably.

VI. PROGRESS TO DATE

At this stage of the rural development program, we have made modest headway in our endeavor and accomplished something which may eventually determine our future course of action and spell success for the activities of Task Force Spread. Below is a resume of our accomplishment to date:

A. INFRASTRUCTURE

1) Rehabilitation of the motor pool - The Provincial Government of Laguna deposited with the U.S. Treasury, through USAID, the amount of $81,000.00 representing 2/3 of the total amount of the Trust Fund committed to the purchase of light and heavy equipment for the rehabilitation of the motor pool. Purchase orders for several dump trucks, bulldozers, graders, rock crushers, cranes, screening and washing units, trailers, etc., were placed by USAID starting December, 1965. To date we have received the following:

(a) Purchased from the Trust Fund:

One (1) Bulldozer, D-6 Caterpillar
One (1) Aggregate Spreader, TOWED
Five (5) 5-ton Dump Trucks, Mack Continental, U.S.
One (1) 1964 Ford Galaxie 500
Two (2) 1965 Chevrolet Biscaynes
One (1) Japanese Cargo Truck
One (1) Tractor w/front end loader and backhole

(b) Purchased from Project Fund (E-1, USAID-NEC):

One (1) Jeep K-127
One (1) Pick-up

(c) Purchased from Impact Fund (USAID Director's Fund)

Several tons of assorted spare parts and tools for light and heavy equipment costing about P14,000.00.
Sic (6) Honda motor bikes for Operation Bay

(d) From U.S. military bases in the Philippines through special arrangements by USAID and given to Laguna free of charge:

One (1) Bay City 20-ton truck mounted crane from Sangley Point, Cavite
Several tons of GI sheets, cables, I beams, hospital beds, empty oil drums and one (1) jeep from Cubi Point, Zambales.

One (1) weapons carrier, cables, and steel drums, hospital equipment, air conditioning units, refrigerator, and other miscellaneous equipment from Clark Air Force Base.

The personnel assignment and operation, as well as the physical appearance, of the motor pool have considerably improved. It is hoped that in two years, the Laguna Provincial Motor Pool will have become the best in the Philippines.

2) Bitin Feeder Road - The feeder road from the poblacion of Bay to Barrio Bitin, about 14 kilometers in length, has been completed. This important road traverses the mountain barrios of Puypuy, Masaya, Tranca and Santa Cruz. It also serves the barrio of Paciano Rizal, the road to which forks from the Bitin road. There is little doubt that the Bitin feeder road will bring about a tremendous change in the socio-economic life of the people, living along its route, who heretofore had to depend on human and animal transportation for

their products to the lowlands. Now, trucks and jeeps bring merchandise and commuters back and forth daily, and economic uplift is well on the way to realization.

3) At present, two employees in the Office of the District Engineer are attending the Training Center for Applied Geodesy and Photogrammetry. This training program concerns the utilization of aerial photography for cadastral purposes, including land appraisal and tax assessment. The two trainees will eventually be attached to the Office of the Provincial Assessor to help in the improvement of property tax administration and assessment.

B. AGRICULTURE

1) OPERATION BAY - The amount of palay harvested from the experimental farm planted to IR 8-288-3 in Barrio San Isidro yielded 27 cavans and 2 gantas by volume as mentioned previously. This was made possible with the effective use of applied research, stem borer and scientific fertilizer application.

A number of the main and lateral canals of the Bay irrigation systems have been cleaned -- some by the farmers themselves through self-help -- thereby insuring the free flow of irrigation water and the destruction of the breeding places of rats. Upwards of 25,000 rats have been exterminated here in an intensive campaign conducted by the BPI.

C. RESUME

In spite of the fact that the Provincial Government has deposited about $81,000.00 with the U.S. Government Treasury for the purchase of construction equipment and bears all the expenses in connection with Operation Bay, it has, to its credit, not incurred any debt nor applied for any loan with which to pursue the activities of Task Force Spread.

The Laguna Rural Development Program has generated much interest and enthusiasm among the provincial officials and the technicians of the different national agencies in Laguna. The close coordination and synchorinization of their activities have resulted in the wide acceptance by the people of the philosophy and principle underlying self-help projects. Never before has there been such dedication and oneness of purpose among provincial and local officials. In consequence, the people, unlike before, have been engrossed in the task of improving the themselves socially and economically.

VII. PROJECTED ACTIVITIES

Money is an essential commodity in any form of endeavor in the implementation of Task Force Spread activities, it is a vital necessity. The job of increasing the revenue of the province rests partly on the Office of the Provincial Assessor. The USAID experts on property tax administration and the U.P. Training Center for Applied Geodesy and Photogrammetry have offered their facilities to the Provincial Assessor's Office. With such technical assistance and the use of photogrammetric maps and standard equipment, the Provincial Assessor's

Office is updating the assessment of real estate properties in the province. More important still, it is discovering productive, but undeclared property which, once assessed, would greatly increase the income of Laguna. And since photogrammetry is now used in progressive countries for purposes of cadastre, real estate property owners could be given torrens titles. The initial results of the campaign have been encouraging; from July 1 1965 to March 31, 1966, the increase in assessments has totalled ₱9,530,130.00.

The real property tax administration project is a long-range program under Operation Spread.

There are about 42 proposed spring development and communal water system projects scattered in the rural areas of Laguna. These have been surveyed, feasibility studies made, and the results submitted together with the corresponding program of work and cost estimates. For these, a grand total of ₱400,000.00, more or less, is needed. Actual construction will depend upon priority selection, and, of course, the availability of funds.

The construction of more farm-to-market roads and bridges will no longer be a barrio man's dream. Once Laguna Quarry has installed its grinding, washing and screening equipment and the motor pool has become fully equipped with rolling stock, the construction of feeder roads and bridges will go into full blast.

In the past, activities of the government with the avowed purpose of promoting rural development, the chief stumbling block has been politics. The undersigned is of the opinion that the present

joint Laguna-AID program is succeeding because everybody does his assigned job regardless of political considerations. Past programs failed because, while they started with fanfare and grandiose speeches, they were, in the ultimate analysis, intended to win votes from the electorate and their high-sounding names were merely for slogans. Therefore, the funds intended for their implementation were channeled into political activities rather than into constructive projects for the welfare of the masses.

VIII. OBSERVATIONS

The primary goal of the Laguna Rural Development Program is to demonstrate the fact that, in the implementation of any basic policy intended to boost rural development and uplift the well-being of the common "tao", two vital factors must be present: first, the total cooperation of and coordination among the agencies involved, and second, the active participation of all the provincial, municipal and barrio officials within the project area.

Past experience has shown that many of the national agencies, despite their common aims, have been guilty of inter-office jealousies and, rather than synchronize their efforts, worked independently of one another. Sub-chiefs of office and ordinary employees of the national offices in the province used to discharge their duties perfunctorily without the needed drive and energy that would generate a like spirit in the common man so necessary in any development scheme. Big programs in the past started with grandiose celebrations featured

by high-sounding speeches only to fizzle out like the proverbial cogon grass fire for lack of detailed programs of implementation.

It is, therefore, the objective of this experiment to show that the program of implementation as envisioned by NEC-AID can go on irrespective of who the director of AID or the governor of the province is, and regardless of changes in the personnel of the Task Force.

Just as in any project there are obstacles to hurdle, so are there stumbling blocks in this particular case. The first, is the familiar red tape in both the Philippines and United States agencies in the implementation of the objectives of the program. Of far greater effect, however, are the pressing needs of the United States war effort in Vietnam, which has forced the U.S. Government to give top priority to its army in the matter of rehabilitated heavy and light equipment.

The other side of the picture, however, is bright. It is the observation of the undersigned that the people have benefited, not only materially, but more so in the new spirit of enthusiasm generated among the provincial, municipal and barrio officials involved in the project as well as among the chiefs of office and employees of the national government assigned to Laguna. This new spirit is reflected, not only in the amount of extra time the said officials and employees devote to the performance of their duties and responsibilities, but also in their additional research and discovery of new knowledge along their lines of work. These have resulted in the building up

of the farmers' confidence in them, so that the new methods and techniques of farming could be adopted without misgivings. In the past, theory and advice not supported by the results of actual field experience proved disastrous to the crops and to the prestige of the agricultural technicians. To sum up, therefore, the present-day farm technician in Laguna is in a position to demonstrate his theories in the field and prove their efficacy to the satisfaction of the farmers, so that the latter can follow their advice with implicit faith and thus produce more.

The farm technicians, whom we will call "change agents", actually work in the rice paddies; they plant seedlings, tend irrigation canals, weed farms, and apply fertilizers and pesticides. The people appreciate their actual work and are convinced that such performance is not mere pretense or gimmick for the purpose of selling this program of agricultural development.

The technicians have at least penetrated the farmers' shield of apathy and resistance to modern methods of farming. This has paved the way for other allied activities stemming from the people's acceptance of the philosophy and the principle involved in the rural development program. Many farmers from different barrios of Bay have each pledged to contribute or donate a can of palay for bait in the anti-rat campaign. Some barrio councils have each pledged the amount of P100.00 in support of the program, the same to be taken from the 10% share of the barrio from the real estate property tax due them.

The rice crop in our demonstration farm in Bay has attracted province-wide attention. It has aroused the interest and curiosity of the IRRI Director and members of his staff. Although the palay crop has been affected by stem borers and other adverse factors and suffered considerably from lack of water, yet it has survived and the yield was much more than expected in terms of cavans.

Due to our accomplishments in Bay, we have received several requests from different parts of the province begging for their inclusion in our sphere of agricultural experiment. Barrio councils have requested the undersigned to hold community assemblies in their places so that they will acquire information on applied research and h how to go about borrowing money from rural banks under the supervised credit system. They also ask assistance in rat control.

Because of the experience we have had from Operation Bay, we have decided to open up new areas of agricultural improvement in the municipalities of Santa Cruz, Pila, Pakil and Famy. The Mayors of Santa Cruz and Pila are very much interested in the program; there now exists a friendly rivalry between these two municipalities as far as agricultural improvement is concerned. Each municipality has organized its municipal task force and everything is being prepared for the rainy season planting. The seeds (IR-8-288-3) to be used by these two municipalities will come from the seed multiplication project in Bay.

The USAID officials, from the Director down to the representatives and the municipal agricultural advisor in Laguna, are trying

their best to perform their part of the project agreement. Mr. Donald Brown, the Provincial Rural Development Representative, keeps effective liaison between USAID and the province of Laguna. He anticipates the needs of the province, such as in the rehabilitation of the motor pool, but more particularly in the long range planning. In close coordination with the Logistics Division headed by Mr. Al Beumer, Mr. Brown has been able to secure for the province of Laguna, free of charge, several pieces of equipment, vehicles, and excess materials from different American bases in Luzon.

The province is at present preparing a comprehensive 5-Year Development Program with national, provincial and AID facilities. This long range plan will include projects and activities under such categories as: general government administration, taxation and assessment, infrastructure, agriculture and other related activities, industry, health and education. Conferences with individual chiefs of office concerned and members of their staff have been held to assimilate data, prepare definite programs of work, cost estimates, etc. There are indications that the present provincial administration can start this long range plan in the immediate future. It is hoped that this would be pursued and finished by the successors of the incumbent Provincial Governor, whoever they may be.

In view of the projected 5-Year Plan which involves intensification of operation, and considering the changes and transfers of officials of national government offices in Laguna, the need arises for the reorganization of the provincial Task Force and the increase

in its scope and sphere of activities. The areas of activities have therefore been increased from four to seven.

The changes and transfers of national officials mentioned above adversely affect the smooth implementation of the rural development program. The newly appointed officials have to be briefed on their areas of operation, furnished written information and literature, and given such other forms of assistance as they may need. These have resulted to loss of precious time and effort. What aggravates the situation is the fact that in most cases the shifting of officials is done for political expediency.

The people of Laguna are aware of what the USAID is doing for them. They also know that we will not be its perennial beneficiary. With this in mind, the provincial officials and the technical men assigned in Laguna are doing their best to make the people understand the value of self-reliance and their responsibility to their community. We are making headway in this respect.

As long as the people are determined to improve themselves and willing to be partners with the government in bringing about social and economic progress in their community, this administration will see to it that its implementing agency, Task Force Spread, continues generating interest and enthusiasm for the rural development program so that this may remain a continuing institution in this province.

It is hoped that this report and observations would arouse the interest of national officials, not only those who are elected

but also those concerned with the socio-economic development of our country. It is an established fact that no field operation can be successfully directed from a swivel chair. Swivel-chair executives in Manila should, as a matter of policy, make frequent field trips to enable them to acquire first hand information on the actual conditions obtaining in provinces, municipalities and barrios. The effective cure of an ailment largely depends upon the doctor's examination and correct diagnosis. The ills and problems besetting our people cannot be solved through remote control. Rural Development therefore needs the all-out support of all officials concerned for it to succeed.

(SGD) Felicisimo T. San Luis
Governor, Laguna

Santa Cruz, Laguna
June 8, 1966